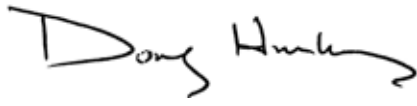




TRANSPORTATION PERFORMANCE AUDIT BOARD

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To: Legislative Transportation Committee
House Transportation Committee
Senate Transportation Committee

From: Doug Hurley, Chair 

Date: January 27, 2005

Subject: TPAB Performance Measure Review — Final Report
Department of Licensing Transportation Programs

Included below are key recommendations that the Transportation Performance Audit Board makes as a result of its performance measurement review of the Department of Licensing. The full review can be found on the [TPAB audit web site](#).

DOL's Implementation of Performance Measurement

The Department of Licensing (DOL) has made a commitment to the implementation of performance measurement and management during the past year. The agency introduced many performance management tools and practices, and has already achieved measurable improvement in performance from these efforts. Notable examples include reduced customer wait times at Licensing Service Offices, improved telephone customer service, and reduced Driving Under the Influence (DUI) hearing dismissal rates.

- ***TPAB recommends that DOL continue its commitment to implementing a performance measurement culture. DOL needs to ensure that the performance measurement tools such as those used to improve wait times, phone response, and reduce DUI dismissal rates are in place across the entire organization.***

Notwithstanding the progress made to date, implementation of performance management in DOL is not fully mature and has room for improvement. Strategic planning and performance measurement are not always aligned.

- ***TPAB makes the following recommendations:***
- - ***DOL should develop a concise, balanced set of oversight measures that remain stable over time.***
 - ***OFM and DOL should develop a standard performance report structure***
 - ***DOL should continue to make investments in its performance management systems and processes.***

- ***DOL should develop a standard and repeatable strategic planning process that links their strategic plan, budget, and performance measures.***
- ***DOL should make measurement of customer satisfaction part of its normal operations***
- ***DOL should create a central repository for performance measures and related documentation.***

Communications

DOL has instituted the Licensing Business Review (LBR) process to communicate performance information between divisions, improve inter-division decision-making, and move away from the "silo-based" management and decision-making that could be found in the agency as recently as a year ago. As a tool for internal communications, the LBR approach appears to work very well and should be extended. External access to performance information is more difficult.

- ***TPAB recommends that DOL continue its implementation of processes to improve internal and external communications based on performance measurement. The LBR process is a step in the right direction. TPAB recommends that DOL look to the WSP Strategic Advancement Forum model for internal application, and to WSDOT's "Gray Notebook" and accountability web site as models for external communications.***

Information Technology

As is typical with other agencies implementing performance management systems and cultures, DOL is heavily dependent upon its information technology systems to input, manipulate, manage, and store the information on which decisions should be made. DOL also needs to develop a repository for its performance measures and performance measure data. While DOL's Information Services Division is well positioned to support the agency, continuing upgrades in information technology are important.

- ***TPAB recommends that the Legislature fund ongoing improvements to DOL's Information Technology system so that critical performance data can be mined, analyzed and applied to the development of a comprehensive performance management system and centralized repository. An ideal IT system would entail the establishment of a business intelligence system to facilitate the mining of data and the establishment of a comprehensive performance measure repository/ database capable of tracking the outcome and effectiveness of measures.***

TPAB Performance Alert: Suspended License Enforcement

Over 150,000 driver licenses are suspended annually in Washington State. TPAB is concerned that, although licenses are being suspended for various offenses, these suspensions are not resulting in the drivers being removed from the road. TPAB notes that, in one reported accident, in Senator Haugen's district, an accident occurred in which all three drivers were driving with suspended licenses. TPAB believes that there needs to be

improved coordination between DOL and state and local law enforcement agencies to enforce the suspension of driving privileges.

- ***Because DOL lacks enforcement authority, TPAB recommends that the Washington State Patrol establish a short-term task force in coordination with DOL and other law enforcement agencies to suggest approaches to this issue by September 1, 2005, so that actions to enforce license suspension in Washington (and/or reconsider the breadth of its use as a punitive tool) can be considered and implemented as soon as possible.***

I would appreciate your feedback or discussion about our report. If you or your staff have questions or comment about the details in this letter or the full report, please feel free to contact me directly, or Nate Naismith at LTC (360-786-7327).

cc: Fred Stephens, Director, Department of Licensing
Victor Moore, Director, Office of Financial Management
TPAB Members